

# Strategic Planning FY2020- 2022

Medical Practice/Medical Group/Specialty Care

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Chief Medical Officer

March 25, 2019



COOK COUNTY  
**HEALTH**

# Overview of Department

**Cook County Health Medical Staff**



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# Overview of Department

## Medical Staff Functions

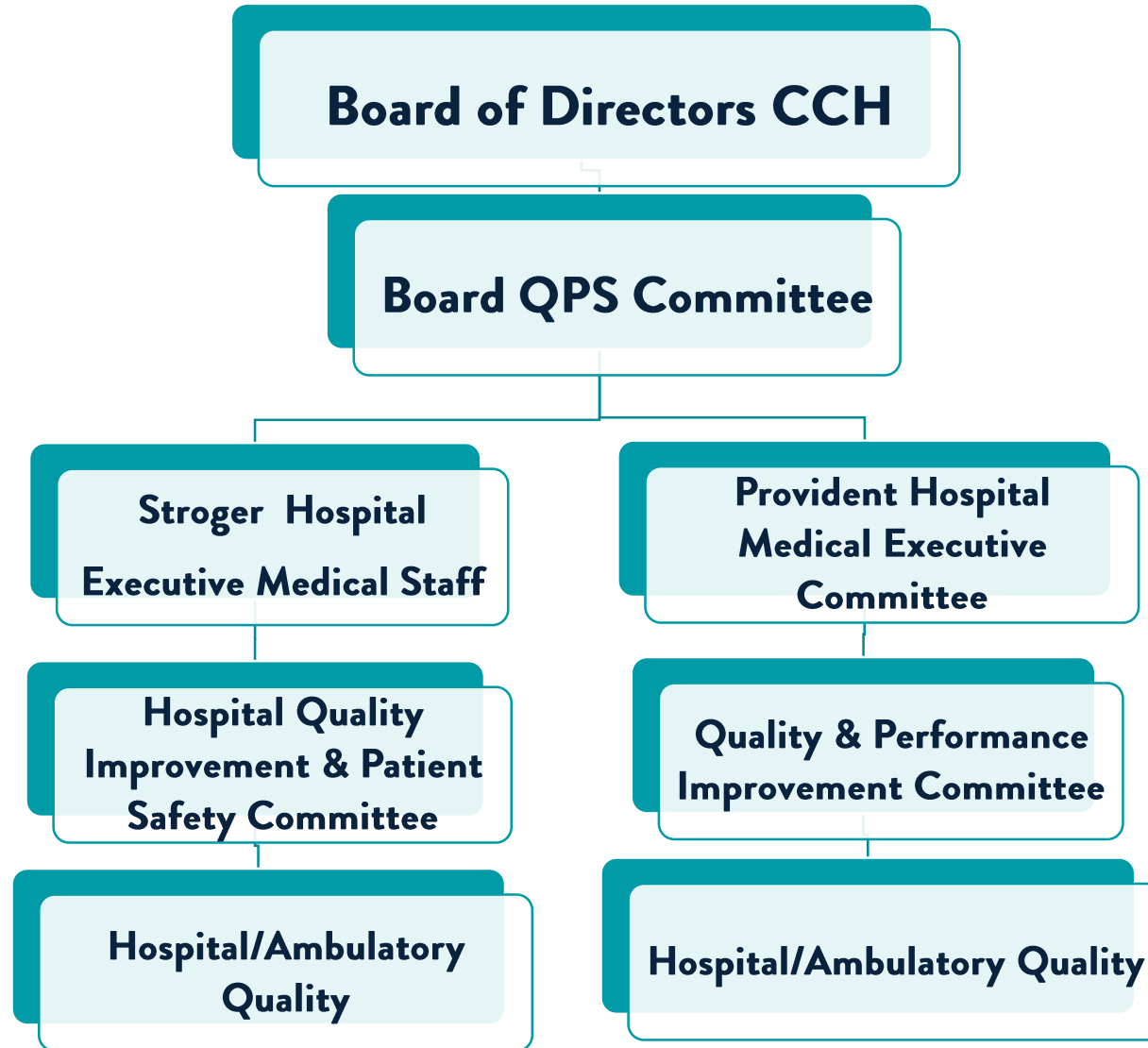
“The Medical Staff has the overall responsibility for the quality of medical care provided to patients, and for the professional practices and ethical conduct of its members, as well as accounting therefore to the Cook County Health and Hospitals System Board of Directors...”

*Preamble, John H. Stroger, Jr. Hospital Bylaws*

“The Medical Staff is responsible for the quality of medical care in the Hospital and accepts and discharges this responsibility subject to the ultimate authority of the Cook County Health and Hospitals System Board of Directors...”

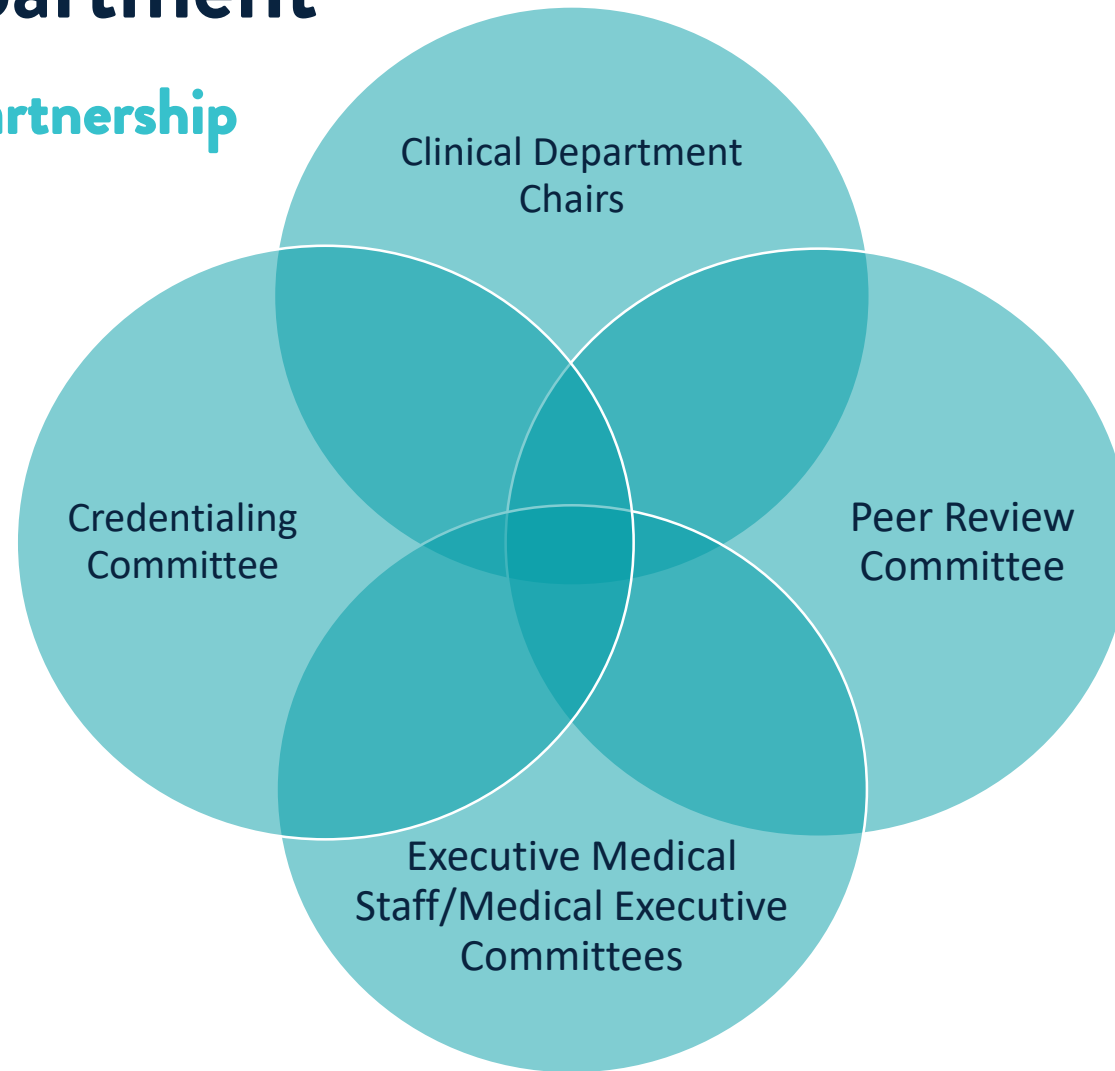
*Preamble, Provident Hospital Bylaws*

# Cook County Health Quality Governance

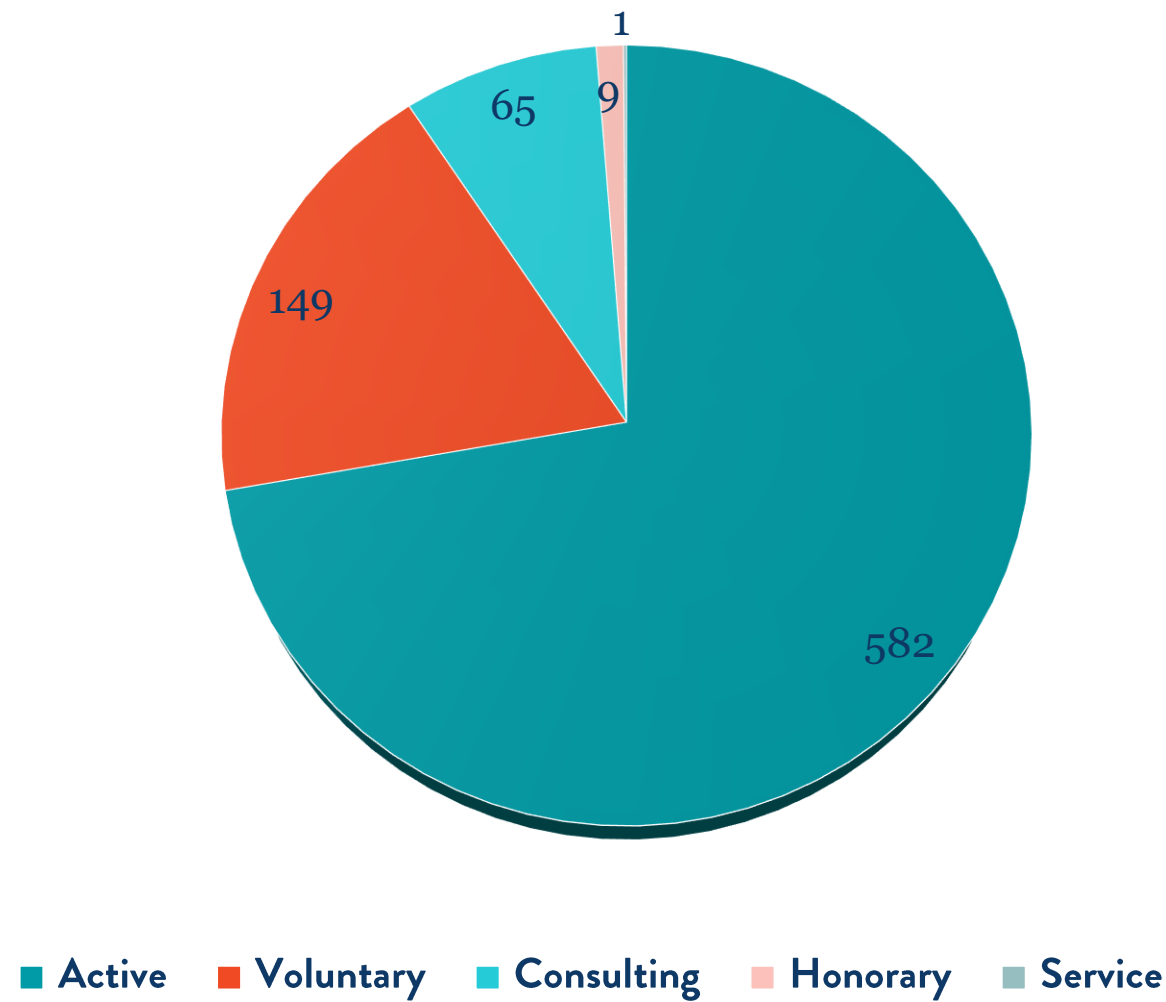


# Overview of Department

## Medical Staff Quality Partnership



# CCH Medical Staff by Category





# Advanced Practice Providers

## Categories

- Physician Assistant-Certified
- Certified Nurse Practitioner
- Certified Registered Nurse Anesthetist
- Clinical Nurse Specialist
- Certified Nurse Midwife

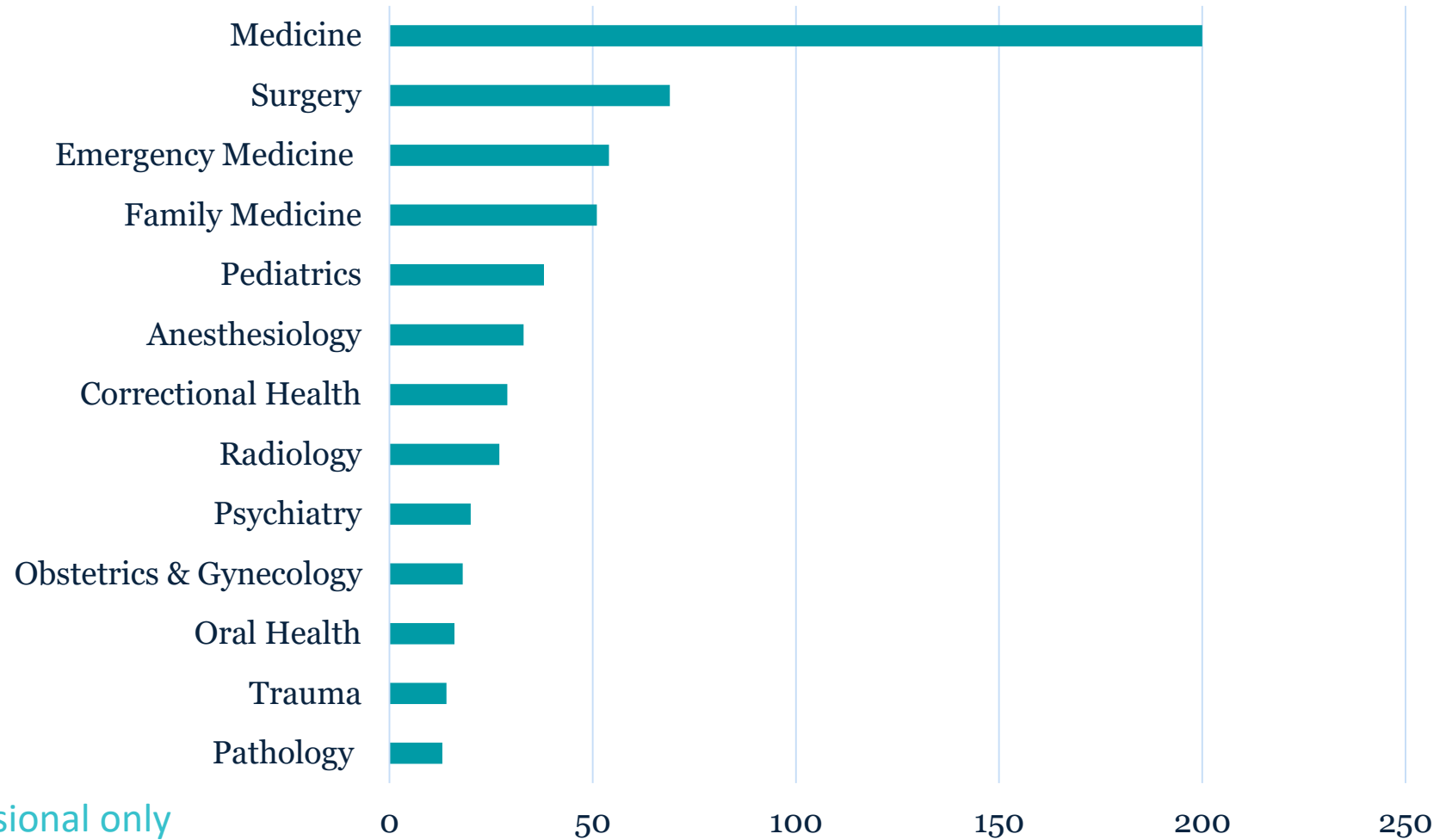
# Advanced Practice Providers

## Areas of Specialization:

- Medicine N=49
- Correctional Health N=24
- Surgery N=20
- Emergency Medicine N=12
- Anesthesiology N=11
- Obstetrics/Gynecology N=7
- Pediatrics N=8
- Family Medicine N=5
- Psychiatry N=4
- Trauma N=1

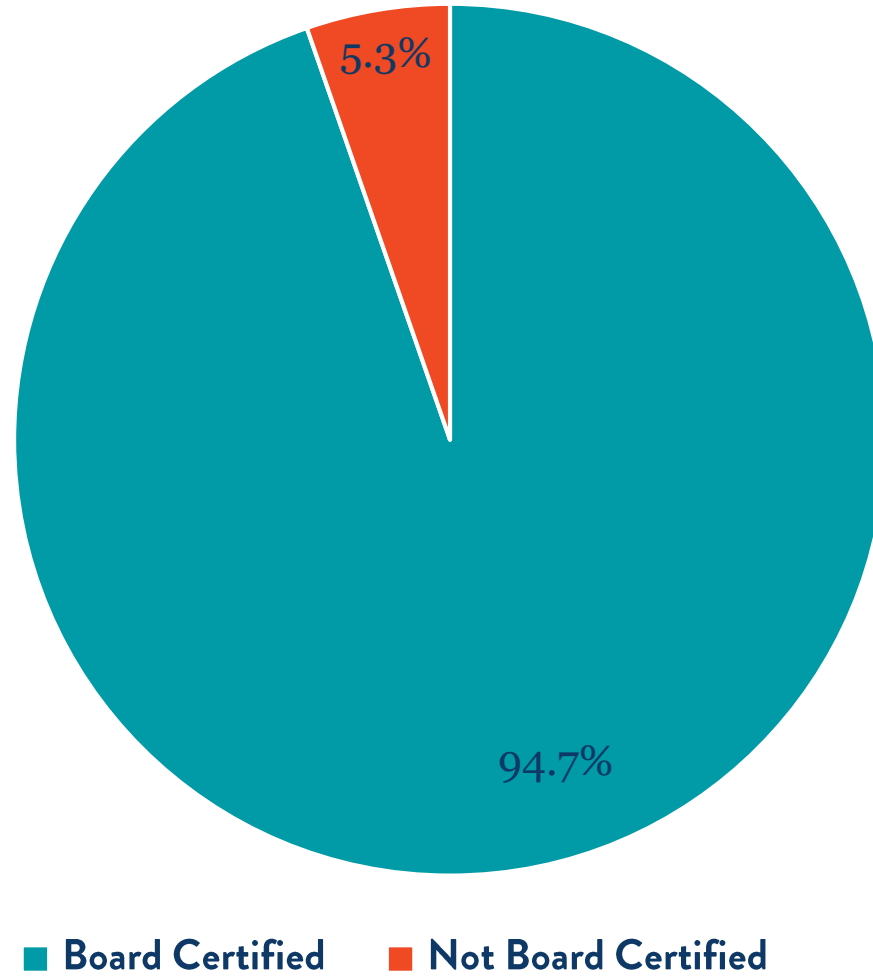


# Medical Staff by Department\*



\*Stroger & Provident, Active/Provisional only

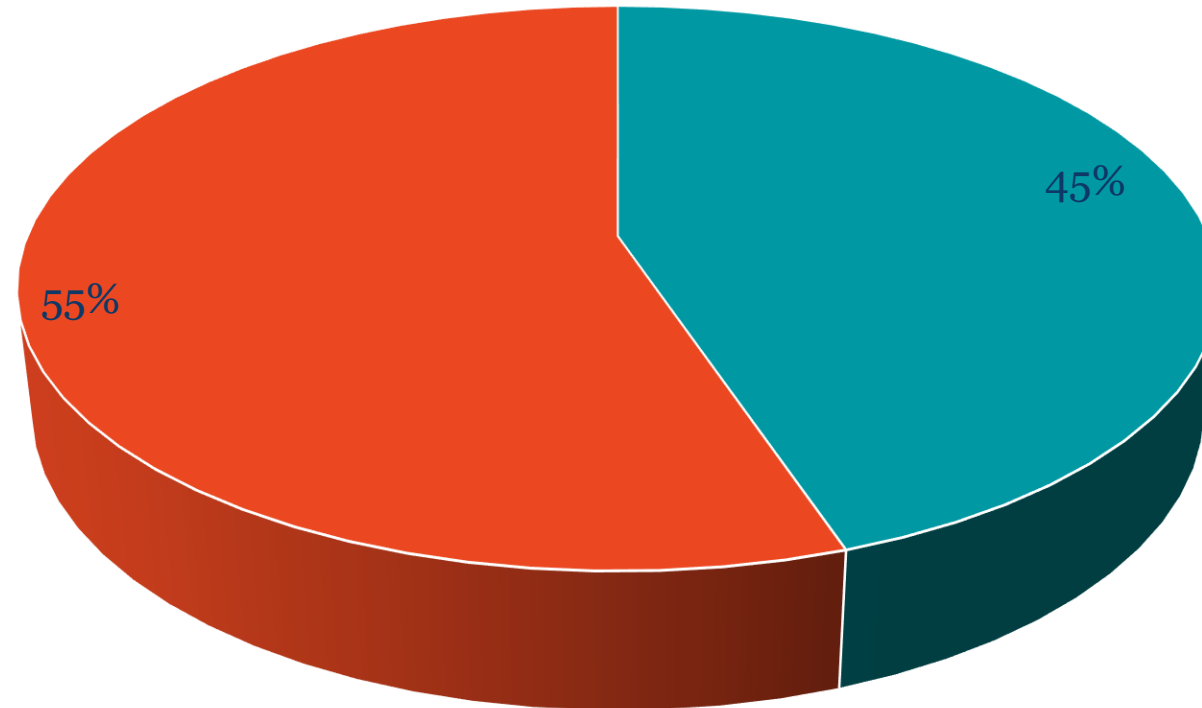
# Medical Staff Board Certification\*



\*Stroger & Provident, Active/Provisional only

# Medical Staff Demographics\*

## Gender

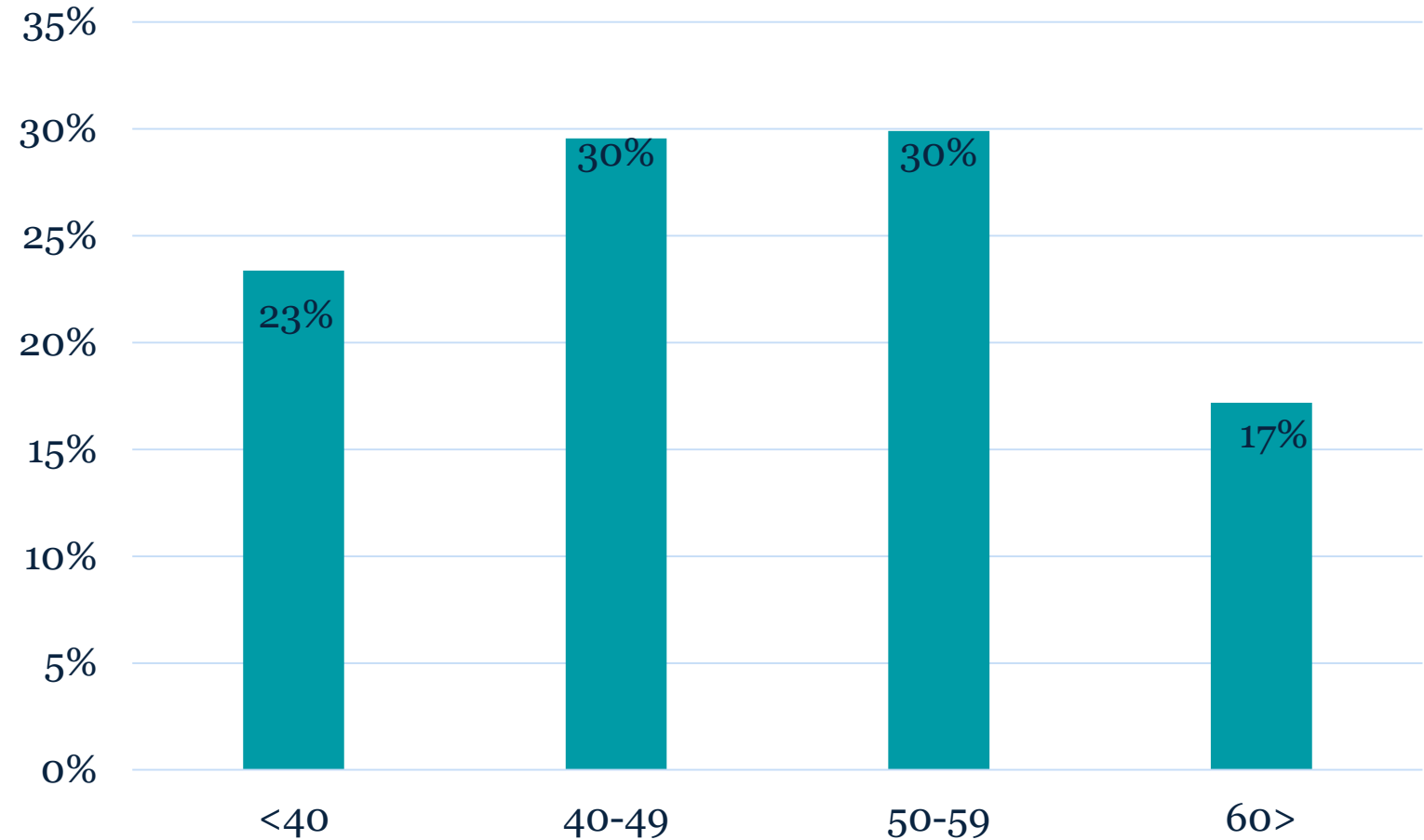


\*Stroger & Provident, Active/Provisional only

■ Female ■ Male

# Medical Staff Demographics\*

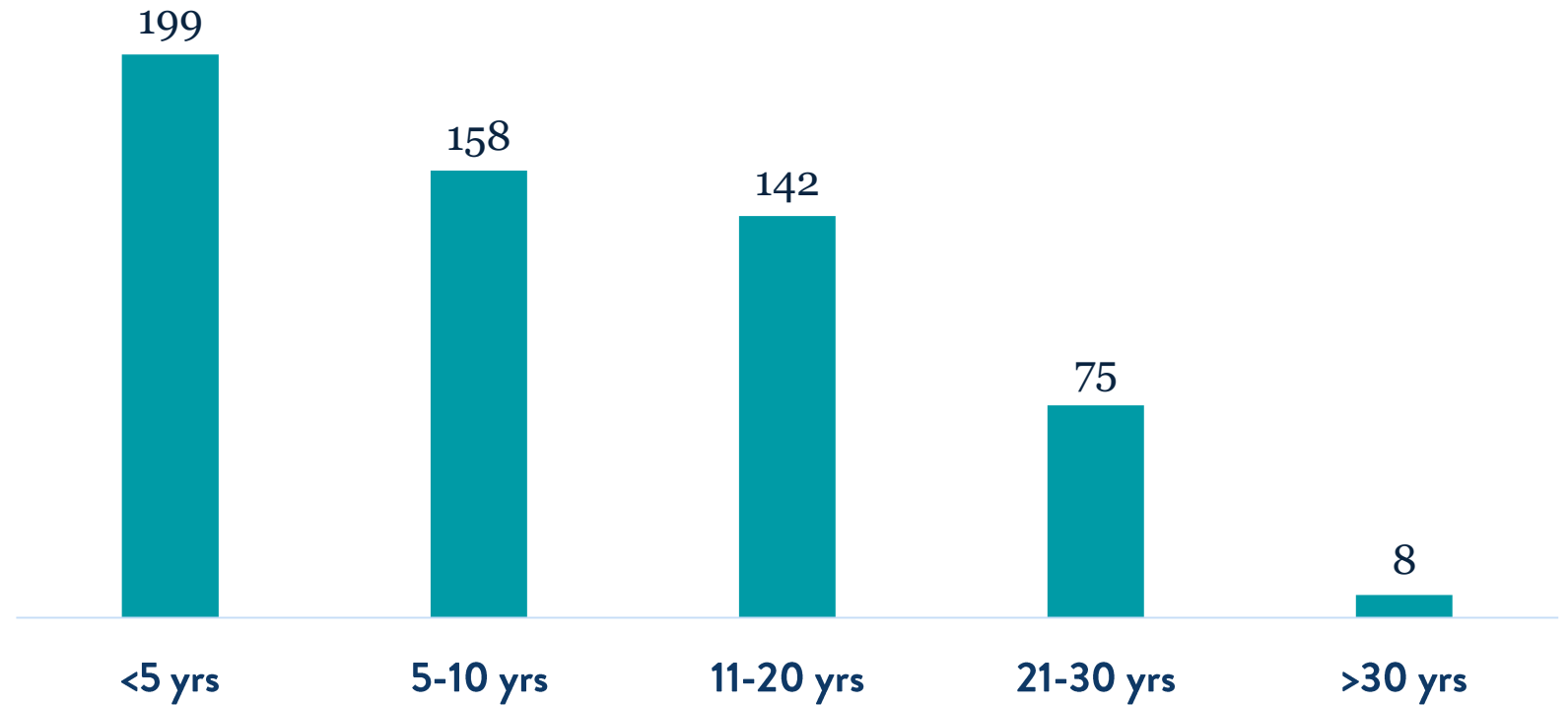
Age



\*Stroger & Provident, Active/Provisional only

# Medical Staff Demographics\*

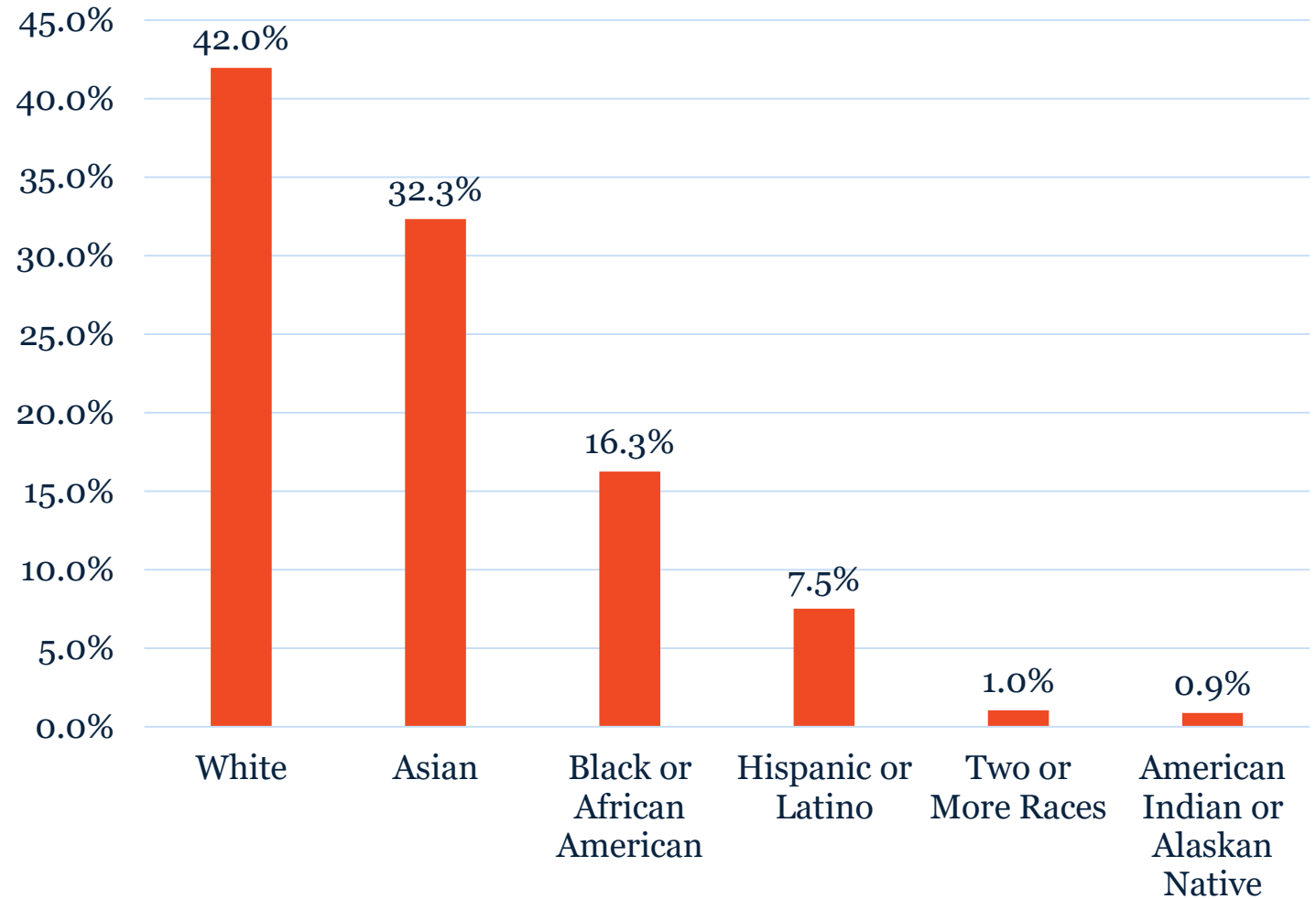
## Years on Staff



\*Stroger & Provident, Active/Provisional only

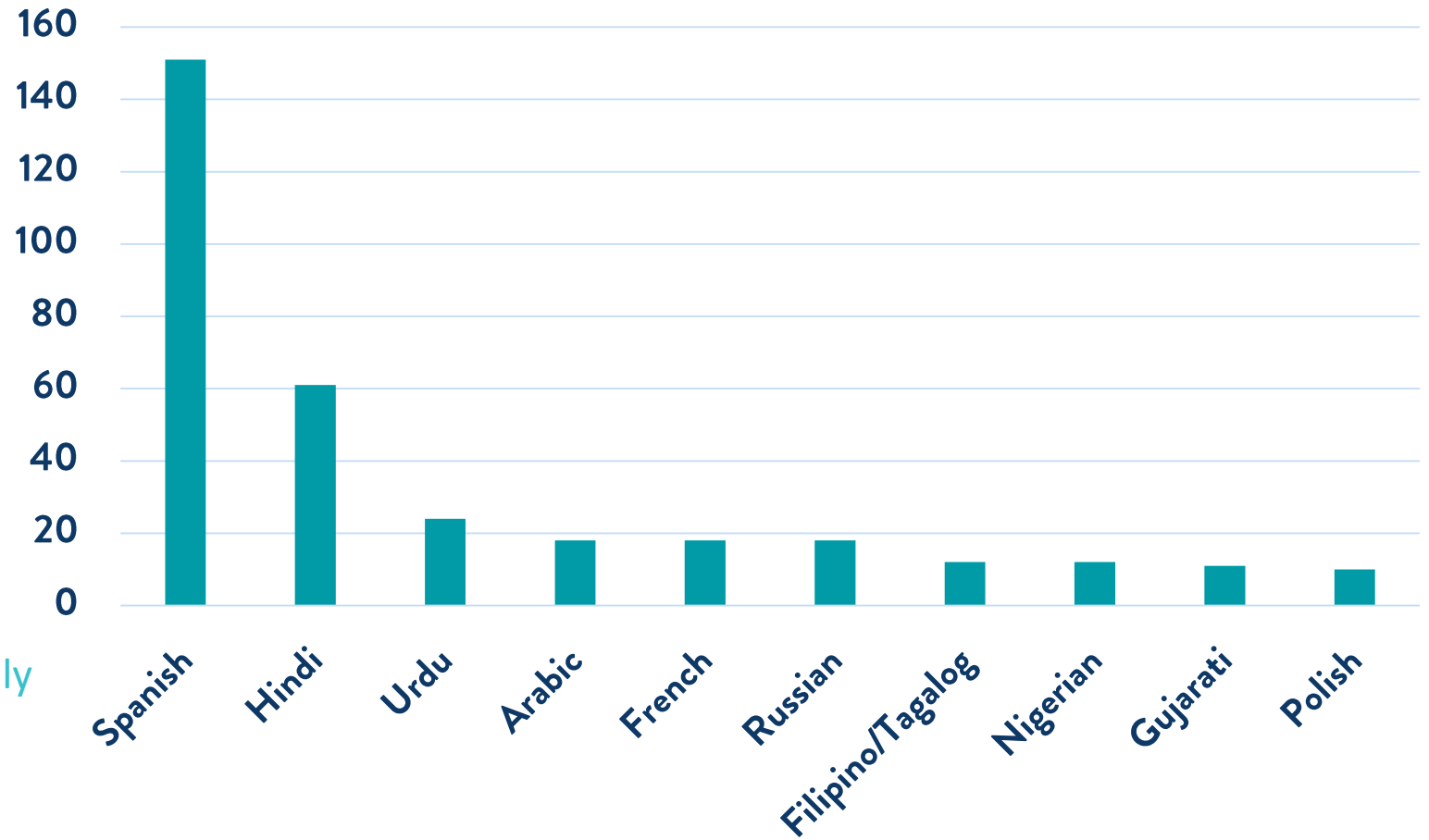
# Medical Staff Demographics

## Race/Ethnicity



# Medical Staff Demographics\*

## Top Non-English Languages Spoken \*\*



\*Stroger & Provident, Active/Provisional only

\*\*Voluntary reporting



# Impact 2020 Update



## Highlights: Status and Results

- Deliver High Quality Care
- Grow to Serve and Compete
- Foster Fiscal Stewardship
- Invest in Resources
- Leverage Valuable Assets
- Impact Social Determinants
- Advocate for Patients



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# Impact 2020

## Progress and Updates

Focus Area	Name	Status
Deliver High Quality Care Grow to Serve and Compete Invest in Resources Leverage Valuable Assets	Leverage information technology initiatives such as Vizient (clinical data base) and Clairvia (nursing management system) to improve patient safety	In Progress and Ongoing
Deliver High Quality Care Grow to Serve and Compete Invest in Resources Leverage Valuable Assets	Improve the availability of and access to health care for Cook County residents. Increase utilization of operating rooms; increase volume of surgical cases	In Progress and Ongoing

# Impact 2020

## Progress and Updates

Focus Area	Name	Status
Deliver High Quality Care Grow to Serve and Compete	Market Cook County Health as the provider of a continuum of care with special focus on those transitioning to Medicare	In Progress and Ongoing
Deliver High Quality Care Grow to Serve and Compete	Reduce scheduling wait times for diagnostic and evaluation and management (E&M) clinic visits	In Progress and Ongoing

# Impact 2020

## Progress and Updates

Focus Area	Name	Status
Deliver High Quality Care Grow to Serve and Compete	Facilitate timely access to Cook County Health Specialists	In Progress and Ongoing
Deliver High Quality Care Grow to Serve and Compete Invest in Resources Leverage Valuable Assets	Attain American College of Surgeons (ACS) Level 1 Trauma Certification	In Progress

# Impact 2020

## Progress and Updates

Focus Area	Name	Status
Foster Fiscal Stewardship Leverage Valuable Assets	Providing coding and training support to providers to ensure they accurately capture the scope of services and complexity of patients treated	In Progress and Ongoing
Deliver High Quality Care Grow to Serve and Compete Invest in Resources Leverage Valuable Assets	Enhance safety by development of medical education safety culture and reporting	In Progress and Ongoing

# Impact 2020

## Progress and Updates

Focus Area	Name	Status
Deliver High Quality Care Grow to Serve and Compete Invest in Resources Leverage Valuable Assets	Develop and implement a medical staff practice plan structure	In Progress and Ongoing
Leverage Valuable Assets	Establish ambulatory clinical effort agreements for each department	In Progress
Foster Fiscal Stewardship Leverage Valuable Assets	Develop a mature relative value unit (RVU) at the department and physician level	In Progress



# FY2020-2022

## The Future

### Environmental Scan of Market, Best Practices and Trends



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# Multi-Specialty Practice Groups

## On the rise nationally-why?

1. **Better communication among your physicians.** Seeing aligned doctors promotes collaboration and ensures more efficient care. Medical groups utilize a common EHRs that facilitate sharing of information. Improved communication helps improve outcomes.
2. **Access to new treatments and technology.** Not only will do MSPGs provide access to additional physicians and experts, but increased access to new treatments and technologies as well. Integrated medical groups combine the assets of a particular health care organization.
3. **Coordinated care.** Integrated medical groups employ physicians who practice in hospital and ambulatory settings, mitigating potential disruption in care when being admitted or discharged. Working as a team improves efficiency and quality.
4. **Higher standards of quality monitoring.** Integrated medical groups have more resources to devote to monitoring and improving the care provided.
5. **Additional clinical resources.** As part of a broader health system, physicians in an integrated group can draw on a wider array of clinical services. These may include things like home care, diabetes education, smoking cessation, cardiac rehabilitation, and others. It's no longer just visiting your doctor when you are sick.



# SWOT Analysis

**Strengths, Weaknesses, Opportunities and Threats**



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# SWOT Analysis

## Strengths

- Medical staff committed to CCH mission
- Medical staff experience/expertise
- Comprehensive clinical services
- Sensitivity to patient needs

## Weaknesses

- Lack of job title specificity
- Incentive structure
- Relative value unit measurement (industry standard)

## Opportunities

- Clinical documentation improvement
- Practice plan structure
- Incentive structure
- Quantified performance measures

## Threats

- Medical staff turnover (retirement, competitive market)
- Medical staff burnout
- Salary structure not market aligned



# FY2020-2022

**Medical Staff Focus: Quality of Care and Patient Safety**



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# Deliver High Quality Care

## FY2020-2022 Strategic Planning Recommendations

- Operationalize high reliability methodologies
- Interdisciplinary programs
- Expansion of community-based specialty services
- Continue to leverage information technology to improve patient safety

# Grow to Serve and Compete

## FY2020-2022 Strategic Planning Recommendations

- Retention of Medicare population
- Access to care strategies
- Clinical effort standardization

# Foster Fiscal Stewardship

## FY2020-2022 Strategic Planning Recommendations

- Documentation improvement: ongoing provider education and feedback
- Charge capture



# Invest in Resources

## FY2020-2022 Strategic Planning Recommendations

- Incentives program
- Continued precision/specificity to job titles and job descriptions
- Analyze/maximize utilization and deployment of Advanced Practice Providers

# Leverage Valuable Assets

## FY2020-2022 Strategic Planning Recommendations

- New interdisciplinary programs/services
- Develop multi-specialty group practice structure

# Impact Social Determinants/Advocate for Patients

## FY2020-2022 Strategic Planning Recommendations

- Innovations to assist in services to patients in areas poorly served by public transportation, including telemedicine and care coordination

# Thank you.



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# Impact 2020 Update

**Status and Results Addendum: Medical Staff**



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# Impact 2020

## Progress and Updates

Focus Area	Name	Status
Deliver High Quality Care Grow to Serve and Compete Invest in Resources Leverage Valuable Assets	Strengthen pediatric services by increasing activity, developing partnerships, retaining pediatric patients and identifying kids at risk	In Progress
Deliver High Quality Care Grow to Serve and Compete Invest in Resources Leverage Valuable Assets	Resume psychiatric consulting services in the Emergency Department	In Progress

# Impact 2020

## Progress and Updates

Focus Area	Name	Status
Deliver High Quality Care Grow to Serve and Compete Invest in Resources Leverage Valuable Assets	Identify new and additional Centers of Excellence	Complete
Deliver High Quality Care Grow to Serve and Compete Invest in Resources Leverage Valuable Assets	Demonstrate value of undergraduate and graduate medical education and academic affiliations to the organization by analysis of costs, returns, pipeline to workforce and facilitation of Cook county Health mission.	In Progress



# Impact 2020

## Progress and Updates

Focus Area	Name	Status
Deliver High Quality Care Grow to Serve and Compete Invest in Resources Leverage Valuable Assets	Recruit, hire and retain the best employees who are committed to the Cook County Health mission	Ongoing
Deliver High Quality Care Grow to Serve and Compete Invest in Resources Leverage Valuable Assets	Identify areas for formalized interdisciplinary services	In Progress